



The National Institute for  
Bioprocessing Research  
and Training

# HR Action plan



# 1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<i>FTE</i>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	45
Of whom are international (i.e. foreign nationality)	29
Of whom are externally funded (i.e. for whom the organisation is host organisation)	34
Of whom are women	23
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	5
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	21
Of whom are stage R1 = in most organisations corresponding with doctoral level	19
Total number of students (if relevant)	10
Total number of staff (including management, administrative, teaching and research staff)	81
<b>ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)</b>	
<p>NIBRT is a world-class institute that provides training and research solutions for biopharmaceutical manufacturing industry. Our mission is to support the biopharmaceutical industry by providing a unique learning experience for trainees in an environment that replicates the most advanced industrial bioprocessing facility. In parallel, we also undertake leading edge research in key areas of biopharmaceutical manufacturing in collaboration with industry and academia.</p> <p>NIBRT is based on a collaboration between four Irish Universities (UCD, TCD, DCU and IT, Sligo). NIBRT was primarily funded through Ireland's inward investment promotion agency, IDA Ireland, which is responsible for the attraction and development of foreign investment in Ireland.</p>	

## 2. Strengths and weaknesses of the current practice:

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

Thematic heading of the Charter and Code	STRENGTHS and WEAKNESSES										
Ethical and professional aspects	<p>Summary of Principle Scores:</p> <table border="1" data-bbox="507 539 1015 651"> <thead> <tr> <th>Rating</th> <th>++</th> <th>+ / -</th> <th>- / +</th> <th>--</th> </tr> </thead> <tbody> <tr> <td>Number of Principles</td> <td>6</td> <td>2</td> <td>3</td> <td>0</td> </tr> </tbody> </table> <p>Overall, NIBRT perform positively in this area. Due to the very nature of NIBRT's origin, which was established to support the biopharma sector and industry in Ireland, funding, which is primarily public or industry funded, strategy and governance (NIBRT is governed by a Board of Directors that represent all public and private interests in NIBRT), the consistent focus on ethical and professional management and oversight of all of NIBRT's affairs is evident in all the principles outlined in this area.</p> <p>More specifically, it is a key aspect of NIBRT's work and reason d'être to disseminate and publicise our results. NIBRT are subject to several different audits from various stakeholders annually and therefore transparent and efficient financial management is essential to our continued funding. As our research is funded by external bodies, the process of approving ethically appropriate and societally beneficial research is ingrained in our ways of working. This also contributes to our strong culture of accountability to various stakeholders. NIBRT is and strives to maintain our world class reputation and therefore our focus on health and safety, disaster recovery and emergency response, confidentiality and data protection standards continues to improve year on year with more investment in all of these areas in 2018.</p> <p>NIBRT are a small organisation successfully competing on a global scale for research employees and students. To do this, NIBRT prioritise regular, clear and transparent communication with all levels of the organisation ensuring that all employees understand the strategic aims of NIBRT and those of our research partners. While NIBRT are subject to several annual audits, employees and students engage in an annual performance review process. NIBRT are fully compliant with all Irish equality legislation and have a clean track record regarding non-discrimination at any level.</p> <p>The challenges for NIBRT in this area could be summarised using the word 'formality' of our practices. Ethical principles are applied consistently but not documented or discussed formally. Intellectual Property is documented formally but awareness and understanding amongst researchers should be periodically refreshed and could benefit from being included more formally in our Induction process. Contractual arrangements for unpaid students are documented informally and these arrangements could be recorded more formally. Our Annual Performance Review process is formally documented but does not document all items listed in the relevant principle in this area. Finally, while our public engagement strategy is formalised annually, it currently focuses on communicating with our key stakeholders which doesn't necessarily include the general public. For transparency purposes, that is not currently the purpose for which NIBRT operates. However, it could be beneficial to reconsider this engagement strategy going forward.</p>	Rating	++	+ / -	- / +	--	Number of Principles	6	2	3	0
Rating	++	+ / -	- / +	--							
Number of Principles	6	2	3	0							

**Thematic heading of the Charter and Code**

**STRENGTHS and WEAKNESSES**

Recruitment and selection

Summary of Principle Scores:

Rating	++	+ / -	- / +	--
Number of Principles	4	1	2	3

NIBRT exist in a small and tightening labour market competing with much larger and financially affluent organisations for talent. Therefore, NIBRT have focused its attention on improving our existing recruitment process in 2018 with the aim of attracting the widest pool of strong talent as needed for our organisation. Our efforts have been directed towards providing a consistent and professional experience for candidates and a structured and equitable approach to recruiting and selecting from all hiring managers. Against this backdrop, NIBRT performs positively in many areas under the Recruitment Code.

The Gap Analysis revealed that our existing strengths in this thematic area is in our broad compliance with most areas. NIBRT compile adverts with the view to attract as many qualified candidates from across the globe as possible. Our selection criteria is drafted to assist people select themselves in to our process rather than deter anyone from making an application. The essential criteria for selection is pitched at the appropriate level for the role (which is often dictated by the conditions of the grant/funder) but by the very nature of the labour market we operate in, never higher than what is necessary to perform in the role being advertised.

NIBRT are not overly prescriptive on how candidates make their applications and therefore evidence based CVs can and have been submitted. Gaps in the chronological order on CVs, changing disciplines and/or sectors or location are not used to prevent applications being progressed. In fact, these factors are often viewed positively by hiring managers in that having people work in NIBRT with a diverse range of skills and experiences only serves to strengthen our productivity and reputation.

Selection panels are asked to use templates for advertising, shortlisting and interviewing candidates to ensure equitable treatment of all candidates and a consistent basis on which to determine hiring decisions. This also positions NIBRT well to give robust feedback to candidates who request it. Our selection panels are always made up of technical and organisation experts and as far as reasonably practical, have a gender balance.

Having that said, our recruitment process would definitely benefit from improvements in the more detailed nuances as prescribed in the principles. More specifically, NIBRT don't currently provide prospective candidates with details of the full recruitment process from the outset. We don't currently detail working conditions or career development prospects in NIBRT in adverts or on our website. Our selection panels don't often use external experts to assist with selection (this might not always be appropriate or necessary but could be more formally considered as an option by hiring managers).

NIBRT's selection practices are relatively limited in their variety and our hiring managers are not provided with specific recruitment training to assist in their operation of the process. NIBRT do not have specific processes or procedures to govern the appointment of post-doctoral researchers or to validate and recognise (unfamiliar) qualifications.

Working conditions

Summary of Principle Scores:

Rating	++	+ / -	- / +	--
<b>Number of Principles</b>	7	3	4	0

Working conditions, including equality, contracting, salaries, gender balance etc. are heavily regulated in Ireland and NIBRT are compliant with all of its obligations in this regard. In addition to our legal obligations (which would be considered providing for basic working conditions only), NIBRT perform very well under this thematic heading.

NIBRT have a comprehensive benefits package which when benchmarked externally against comparator organisations in our location, outperform what is on offer significantly, particularly in relation to work/family life balance policies and flexible working arrangements.

NIBRT treat researchers (and indeed all employees) as professionals at all stages of their careers. NIBRT's facilities are recognised as world class and state of the art with cutting edge technology, we work with a diverse range of funders including high profile industry partners and attract and retain high quality talent therefore providing researchers with a stimulating environment in which to conduct their research.

Our equality policies and practices promote gender balance in the full employment life cycle. Our complaints procedures are clearly documented, are accessible and implemented to the satisfaction of all stakeholders. The view of researchers are represented at the highest level of decision making in NIBRT. Access to training and development opportunities in NIBRT is strong for all researchers.

The primary gap for NIBRT under this thematic heading is the provision of formal career planning strategies and promotional opportunities within NIBRT. NIBRT are compliant with all its legal obligations regarding contracting researchers, however due to our funding environment contracts of indefinite duration/ providing a long term employment contract for researchers can be a difficulty. NIBRT should endeavour to close the gap in how paid and unpaid students are administered.

Other less significant gaps but nonetheless worthy of improvement initiatives under this heading include; the formality in which Intellectual Property rights and obligations are communicated amongst researchers, the formality that govern co-authorship decisions are made, the formality in which teaching duties are encouraged, captured and coached by Supervisors with their researchers and the formality of providing career advice and mobility opportunities for researchers could all benefit from improvements.

**Thematic heading  
of the Charter and  
Code**

**STRENGTHS and WEAKNESSES**

Training and development

Summary of Principle Scores:

Rating	++	+ / -	- / +	--
Number of Principles	2	2	1	0

NIBRT is a small organisation that values individual and personalised relationships with all of our employees and students alike. This feature of NIBRT’s structure and values gives us a core strength in this thematic area; the relationship with and quality of our supervisors and supervision for students and researchers alike. All our supervisors are sufficiently qualified and experienced to perform the role as required and our researchers confirm that these relationships work very well for them.

In addition, NIBRT have robust processes, a healthy budget and regular communication around training and development opportunities available to researchers and therefore NIBRT can proudly report a high take up and satisfaction ratings with such opportunities.

Like in other areas, the main challenge in this area for NIBRT is in the formality in which some of these principles are approached and implemented. For instance, while satisfaction levels with the relationship with supervisors is very high, technically their role is not documented anywhere and therefore not formally evaluated. In addition the role of senior researchers in supervising their more junior counterparts could benefit from more structured coaching and role definition from their mentors.

While satisfaction with training is high, there aren’t formal structured training plans in place for each staff member and the associated record keeping on training warrants more formality and rigour.

### 3. Actions

The Action Plan and HRS4R strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organisation's HR Strategy dedicated webpage(s):

\*URL:

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R to address the weaknesses or strengths identified in the Gap-Analysis:

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> <li>- Send all researchers on Epigeum Research Integrity training and/or Ethics training module in UCD</li> <li>- Establish a Working Group to review International and National standards on research ethics with a view to drafting a NIBRT policy for inclusion in a new NIBRT Researchers Handbook</li> <li>- Education on aforementioned policy becomes part of a tailored Induction process for new researchers</li> </ul>	Ethical Principles	End of Q2 2020	<p>HR</p> <p>Working Group Research Office</p> <p>HR</p>	<p>Training records on file for all researchers</p> <p>Policy and Handbook in place and circulated to all researchers</p> <p>New Induction process in place and being implemented for all new starters</p>
<ul style="list-style-type: none"> <li>- Hosting Agreement for Students with NIBRT</li> <li>- NIBRT purchase licenses for 'Turn it in' software accessible to all PIs to check data and publications</li> <li>- Incorporate the IP Policy in to Researchers Handbook and Induction</li> <li>- RO conduct Workshops to up-skill researchers on contents of Research Handbook</li> </ul>	Professional Responsibility	End of Q3 2020	<p>HR</p> <p>Research Office</p> <p>Research Office HR</p> <p>Research Office</p>	<p>Signed Hosting Agreement on file for all students</p> <p>Software in place and being used</p> <p>Policy and Handbook in place and circulated to all researchers</p> <p>Signed list of attendance by all researchers at Workshop</p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> <li>- <i>Hosting Agreement for Students with NIBRT</i></li> <li>- <i>Incorporate the IP Policy in to Researchers Handbook and Induction</i></li> <li>- <i>Provide all researchers with the opportunity to attend IP training through WIPO</i></li> <li>- <i>RO conduct Workshops to up-skill researchers on contents of Research Handbook</i></li> <li>- <i>Introduce a new Leavers Process which includes IP/Confidentiality Declarations at Exit Interviews</i></li> </ul>	<i>Contractual and legal obligations</i>	<i>End of Q3 2020</i>	<p><i>HR</i></p> <p><i>Research Office HR</i></p> <p><i>HR</i></p> <p><i>Research Office</i></p> <p><i>HR</i></p>	<p><i>Signed Hosting Agreement on file for all students</i></p> <p><i>Policy and Handbook in place and circulated to all researchers</i></p> <p><i>Training records on file for all researchers</i></p> <p><i>Signed list of attendance by all researchers at Workshop</i></p> <p><i>Leavers process approved by SMT and in place. Declarations on file for leavers</i></p>
<ul style="list-style-type: none"> <li>- <i>More engagement between Researchers and Marketing to inform NIBRT Public Engagement plans</i></li> <li>- <i>NIBRT participation in Science Week (for 2<sup>nd</sup> level students)</i></li> <li>- <i>NIBRT apply for SFI Discover Programme grant to enable wider engagement with general public</i></li> <li>- <i>Widen the types of journals NIBRT publish research result articles in to reach a wider audience</i></li> <li>- <i>Enhance our LinkedIn presence including the entire research group and their results</i></li> </ul>	<i>Public Engagement</i>	<i>End of Q4 2019</i>	<p><i>Marketing</i></p> <p><i>Appointed Researchers</i></p> <p><i>Marketing Research Office</i></p> <p><i>PIs</i></p> <p><i>Marketing</i></p>	<p><i>Annual Public Engagement plans represent all researchers</i></p> <p><i>NIBRT presence at Science Week</i></p> <p><i>Grant secured and plans being executed accordingly</i></p> <p><i>Increased number of followers on LinkedIn</i></p> <p><i>Increased number of followers on LinkedIn</i></p>
<ul style="list-style-type: none"> <li>- <i>Update Annual PR process to incorporate additional sections in principle</i></li> </ul>	<i>Evaluation/ Appraisal System</i>	<i>End Q4 2018</i>	<i>HR</i>	<i>Updated PR form used for 2018 PR process and on file for everyone</i>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> <li>- Compile and implement a NIBRT Professional Title structure to accurately reflect researcher's stage of career.</li> <li>- Update NIBRT website to include a section that links to all researcher's work and lists the journals we publish in</li> <li>- Introduce an internal Publication Recognition Procedure</li> </ul>	Recognition of the profession	End of Q4 2019	<p>HR Research Office SMT</p> <p>Marketing</p> <p>PIs</p>	<p>All researchers titles updated to reflect new structure and contracts updated to reflect changes</p> <p>New section of website live</p> <p>Researchers rate their satisfaction with this initiative in annual Staff Survey</p>
<ul style="list-style-type: none"> <li>- Develop a Career Progression Matrix (CPM) for researchers that allows them to consider many career directions and discuss with Supervisor annually</li> <li>- Provide series of external speakers to visit NIBRT to talk to researchers about various career avenues/ options</li> <li>- Up-skill Supervisors to have more open and diverse career conversations with researchers</li> </ul>	Career Development	End of Q4 2019	<p>Research Office HR Working Group</p> <p>HR Research Office</p> <p>HR</p>	<p>CPM rolled out to new staff, incorporated in Research Handbook and published on website</p> <p>Researchers rate their satisfaction with this in annual Staff Survey</p> <p>Researchers draft more realistic CPD plans as part of PR process and rate it accordingly in annual Staff Survey</p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> <li>- Where opportunities to enhance mobility arises, advertise to entire research group</li> <li>- Provide opportunities for researchers to work with Business Development to secure more diverse business for NIBRT</li> <li>- Where possible, include opportunities for mobility in negotiation of grant contracts</li> </ul>	Value of mobility	End of Q4 2019	<p>Research Office</p> <p>Research Office Business Development</p> <p>PIs Research Office</p>	
<ul style="list-style-type: none"> <li>- Develop a Career Progression Matrix (CPM) for researchers that allows them to consider many career directions and discuss with Supervisor annually</li> <li>- Provide series of external speakers to visit NIBRT to talk to researchers about various career avenues/ options</li> <li>- Up-skill Supervisors to have more open and diverse career conversations with researchers</li> </ul>	Access to career advice	End of Q1 2020	<p>Research Office HR Working Group</p> <p>HR Research Office</p> <p>HR</p>	<p>CPM rolled out to new staff, incorporated in Research Handbook and published on website</p> <p>Researchers rate their satisfaction with this in annual Staff Survey</p> <p>Researchers draft more realistic CPD plans as part of PR process and rate it accordingly in annual Staff Survey</p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> <li>- Incorporate the IP Policy in to Researchers Handbook and Induction</li> <li>- Provide all researchers with the opportunity to attend IP training through WIPO</li> <li>- RO conduct Workshops to up-skill researchers on contents of Research Handbook</li> <li>- Introduce a new Leavers Process which includes IP/Confidentiality Declarations at Exit Interviews</li> </ul>	Intellectual property rights	End of Q2 2020	<p>Research Office HR</p> <p>HR</p> <p>Research Office</p> <p>HR</p>	<p>Policy and Handbook in place and circulated to all researchers</p> <p>Training records on file for all researchers</p> <p>Signed list of attendance by all researchers at Workshop</p> <p>Leavers process approved by SMT and in place. Declarations on file for leavers</p>
<ul style="list-style-type: none"> <li>- Establish a Working Group to review International and National standards on co-authorship management with a view to drafting a NIBRT policy for inclusion in a Research Handbook</li> <li>- Negotiating authorship agreements become formal part of contracting process (RO)</li> <li>- Education on aforementioned policy becomes part of Induction process for new starters</li> <li>- RO conduct Workshops to up-skill researchers on contents of Research Handbook</li> <li>- Establish an Independent Review Board for Authorship disputes</li> </ul>	Co-authorship	End Q2 2020	<p>Working Group Research Office</p> <p>PIs Research Office</p> <p>HR</p> <p>Research Office</p> <p>SMT</p>	<p>Policy and Handbook in place and circulated to all researchers</p> <p>New Induction process in place and being implemented for all new starters</p> <p>Signed list of attendance by all researchers at Workshop</p> <p>Details of Review Board in Research Handbook</p>

Proposed ACTIONS	GAP Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> <li>- Update relevant job specs to include teaching/ supervisory responsibilities as a formal part of researcher jobs</li> <li>- Update Annual PR process to incorporate time spent teaching in review</li> <li>- Ensure that Industry partners are made aware of researchers additional responsibilities including teaching/ supervisory roles</li> </ul>	Teaching	<p>End of Q2 2019</p> <p>End of Q4 2018</p>	<p>HR PIs</p> <p>HR  PIs Research Office</p>	<p>New job specs issued to all researchers and on file</p> <p>Updated PR form used for 2018 PR process and on file for everyone</p>
<ul style="list-style-type: none"> <li>- Update relevant job specs to include teaching/ supervisory responsibilities as a formal part of researcher jobs</li> <li>- Offer Train the Trainer and management training to all researchers</li> </ul>	Supervision and managerial duties	End of Q2 2019	<p>HR PIs</p> <p>HR</p>	<p>New job specs issued to all researchers and on file</p> <p>Training records on file for all researchers</p>
<ul style="list-style-type: none"> <li>- Establish quarterly reviews of training up-take and effectiveness gathering feedback from participants</li> <li>- Up-skill Supervisors to have more open and diverse career conversations with researchers</li> </ul>	Access to research training and continuous development	End Q4 2019	<p>HR</p> <p>HR</p>	<p>Quarterly reports and associated interventions circulated to SMT by HR</p> <p>Researchers draft more realistic CPD plans as part of PR process and rate it accordingly in annual Staff Survey</p>
<ul style="list-style-type: none"> <li>- Update relevant job specs to include teaching/ supervisory responsibilities as a formal part of researcher jobs</li> </ul>	Supervision	End of Q2 2019	HR PIs	New job specs issued to all researchers and on file

The establishment of an Open Recruitment Policy is a key element in the HRS4R strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent and Merit-Based Recruitment.

Please fill in a sum up list of all individual actions to be undertaken in your organisation's HRS4R, based on the weaknesses identified in the OTM-R:

<b>Proposed ACTIONS</b>	<b>OTM-R Principle(s)</b>	<b>Timing (at least by year's quarter/ semester)</b>	<b>Responsible Unit</b>	<b>Indicator(s) / Target(s)</b>
<ul style="list-style-type: none"> <li>- Update template advert to include missing items for this principle</li> <li>- Publish career development structure/matrix on our website once developed</li> </ul>	Recruitment	End of Q3 2019	HR	Template in place and used for all adverts thereafter as reviewed by HR
<ul style="list-style-type: none"> <li>- Include mandatory recruitment training for all hiring managers and prospective interviewer</li> <li>- Widen the pool of people appointed to selection committees to include more levels of researchers</li> </ul>	Selection	End of Q3 2019	HR	<p>Training records on file</p> <p>Review of selection committees has wider % of staff included</p>
<ul style="list-style-type: none"> <li>- Create a section on the Careers page of our website that provides details outlined in this principle</li> <li>- Adjust our template follow up correspondence to applicants to include feedback</li> </ul>	Transparency	End of Q3 2019	HR	<p>Info available on our website</p> <p>Template in place and being used for all recruitment campaigns</p>
<ul style="list-style-type: none"> <li>- Update adverts to make it clear that the selection criteria for applications is how hiring decisions will be made</li> </ul>	Judging merit	End of Q3 2019	HR	Increase in the number of applicants receiving feedback from NIBRT

Proposed ACTIONS	OTM-R Principle(s)	Timing (at least by year's quarter/ semester)	Responsible Unit	Indicator(s) / Target(s)
<ul style="list-style-type: none"> <li>- All new hires must provide a copy of the qualification transcripts to NIRBT</li> <li>- OTM-R Policy clearly states that NIRBT consider all qualifications for hiring process</li> </ul>	<i>Recognition of qualifications</i>	<i>End of Q3 2019</i>	<i>HR</i>	<i>Transcripts on file and checked in file audit</i>
<ul style="list-style-type: none"> <li>- Include details of Post Doc appointments in Research Handbook and OTM-R</li> </ul>	<i>Post-doctoral appointments</i>	<i>End Q2 2020</i>	<i>HR RO</i>	<i>Policy and Handbook in place and circulated to all researchers</i>

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website:

*URL:
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## 4. Implementation

General overview of the expected implementation process:

Using standard best practice project management methodology, NIBRT will run the implementation of agreed actions through a project team with the necessary oversight and approval to proceed structures in place.

The approach to date has been very consultative and this has worked very well for us. Therefore, we plan to continue in this way involving as many stakeholders as possible, inside and outside of our research function.

We have also being transparent with all of the work at every stage of the Initial Phase e.g. the various drafts of the Gap Analysis was reviewed by many and the HRS4R Verification survey results were distributed to all researchers. This transparency has served to keep people engaged with the process and therefore something we also plan to continue throughout implementation.

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

Checklist	*Detailed description and duly justification
<p>How will the implementation committee and/or steering group regularly oversee progress?</p>	<p>The Steering Committee (SC) structure used to oversee the Initial Phase of the project will continue throughout the implementation phase. This structure was:</p> <ul style="list-style-type: none"> <li>▶ The SC was made up of a number of employees and management from across the organisation</li> <li>▶ The SC worked under an agreed Terms of Reference which outlined their roles and responsibilities, how meetings would work, how decisions were made, the options for escalation and the agreed communication protocols of the team.</li> <li>▶ The Project Manager (PM) for the project also provided the SC with the Project Initiation document (which outlined the scope and scale of the project) and a detailed project plan at the beginning of the project.</li> <li>▶ The PM updated the project plan regularly and supplied the most up to date version to the SC one week in advance of a SC meeting.</li> <li>▶ The SC met once per month. Minutes for all SC meetings were kept. The SC meetings reviewed the minutes of the previous meeting and the PM updated them on the project plan, risks and mitigation plans at each meeting. The SC asked questions to hold the project team to account against the agreed deliverables. When necessary, the SC assisted the project team to solve problems or minimise risks. Minutes of SC meetings were circulated within one week of the meeting.</li> <li>▶ The project plan included Stage Gates which required Senior Management Team (SMT) approval to move from one Stage of the project to the next. The SC were included on all correspondence to the SMT and were available to them should they have any questions.</li> </ul> <p>All documentation and templates are in place for the Implementation phase and therefore the structure outlined above will be used to regularly oversee the progress of the Implementation Phase.</p>

<p>How do you intend to involve the research community, your main stakeholders, in the implementation process?</p>	<p>NIBRT is a small organisation and so direct consultation and involvement of the research community has been and will continue to be possible, and indeed essential, throughout all phases of our HRS4R project.</p> <p>You will note in the details of the Action Plan, that the research community will be involved as follows:</p> <ul style="list-style-type: none"> <li>▶ Some action items are assigned to the Principle Investigators (PIs) who have agreed and are enthused to continue to be involved</li> <li>▶ Some action items are assigned to our Research Office who work directly with researchers and PIs. In order to complete their action items, they will need to work directly with researchers.</li> <li>▶ Some action items requires a Working Group of researchers to be established to design and manage delivery of said items. While this group is not established as yet, it will most likely be formed in the same way as the Working Group used in the Initial Phase i.e. on a voluntary basis.</li> </ul> <p>In addition to researcher’s involvement in implementing the Action Items, NIBRT conduct an annual Staff Survey that specifically tests the success of any initiatives implemented during the previous year. Researchers will have the opportunity to comment on the appropriateness of items implemented in order to inform any adjustments required.</p>
<p>How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation’s research strategy, as the overarching HR policy.</p>	<p>Alignment of organisational policies with the HRS4R will happen in a number of ways:</p> <ol style="list-style-type: none"> <li>1. The annual revision of our Employee Handbook of Policies and Procedures will, from 2019, include a revision of existing policies to include the essence of the HRS4R principles</li> <li>2. The annual revision of our Employee Handbook of Policies and Procedures will, from 2019, include new policies specifically designed to meet HRS4R gaps identified in the Gap Analysis e.g. an OTM-Recruitment Policy</li> <li>3. The introduction of a new Research Handbook will incorporate some existing policies that are already HRS4R aligned and new ones to specifically meet the HRS4R gaps identified in the Gap Analysis.</li> </ol> <p>Our existing HR policy aligns with our existing research strategy. Any improvements/amendments to the HR Policy will automatically be recognised as part of our research strategy; they have to – one supports the other, it is not possible to have a HR policy that is not made to support the delivery of our research strategy.</p>
<p>How will you ensure that the proposed actions are implemented?</p>	<p>Implementation of all action items will be managed through a detailed Project Plan. No item is marked as complete until it is signed off and in place. The gate keepers of this are the Project Manager, the Steering Committee and the Senior Management team.</p> <p>To ensure that the right actions are implemented or that the actions implemented were appropriate to the gap that was trying to be filled, a re-run of the HRS4R Verification survey will be administered in 2019 and 2020 as part of the project plan.</p>

<p>How will you monitor progress (timeline)?</p>	<p>The assigned Project Manager will be responsible for monitoring progress. The various stakeholders involved in an action item will be required to update the Project Manager who in turn will update the Project Plan in order to circulate this to the Steering Committee on a monthly basis. A monthly update of the project plan is circulated to the Steering Committee to review ahead of a meeting. The Steering Committee hold the project manager to account against the agreed deliverables.</p> <p>The ultimate monitor of progress is the Senior Management Team. The Project Manager has been and will continue to be required to update them regularly on progress.</p>
<p>How will you measure progress (indicators) in view of the next assessment?</p>	<p>Like any objective, the success of the action can only be judged by the measurement indicator. Each action has an indicator which will be checked by the PM and HR before the action item is marked as complete on the project plan.</p> <p>Thereafter, the HRS4R Verification Survey and the annual Staff Survey will measure whether the action item implemented achieved the desired result. This would be standard practice in HR in NIBRT.</p>

Additional remarks/comments about the proposed implementation process:

The HRS4R project in NIBRT commenced with an ambition of the Senior Management Team to pursue accreditation. This ambition was made a reality when the HRS4R became a Corporate Objective for 2018 (and beyond) meaning that the Senior Management Team became accountable to the Board of Directors for its delivery and managing this project became an individual objective for the HR Manager. This was a very strong start to the project as a whole and therefore the same rigour will go in to the Implementation Phase as did the Initial Phase.

More specifically, the structure outlined in all items above regarding how implementation will be managed are already in place in NIBRT and the supporting documentation is available for review on request. Specifically, reviewers should feel free to request to see our:

- ▶ Steering Committee Terms of Reference
- ▶ Project Initiation templates and documentation from Initial Phase
- ▶ Project Plan template and documentation from Initial Phase
- ▶ Meeting minutes template and documentation from Initial Phase
- ▶ Examples of email correspondence between the various stakeholders
- ▶ HRS4R Verification Survey template and documentation from Initial Phase
- ▶ Annual Staff Survey template

The management of this project to date has been very smooth. The project management practices used are in line with best practice and are appropriate to the scale and culture of NIBRT. They are also the established way this project is managed and therefore what stakeholders have become used to. Therefore, we have great confidence in our ability to continue in this professional manner throughout implementation.

